



KANSAS

ARTS COMMISSION

Strategic Plan

2007 through 2012

Revised plan adopted by the Kansas Arts Commission
on September 11, 2009

Original plan adopted by the Kansas Arts Commission
on September 27, 2007

The *Mission* of the Kansas Arts Commission

The mission of the Kansas Arts Commission is to provide opportunities for the people of Kansas to experience, celebrate and value the arts throughout their lives.

The *Vision* of the Kansas Arts Commission

The Kansas Arts Commission will be an innovative, proactive and responsive leader in the arts and culture in the state of Kansas. The Kansas Arts Commission will expand horizons, initiate collaborations and create opportunities to build the resources of and strengthen Kansas arts and culture.

The Kansas Arts Commission will:

Lead in the recognition of the public and community value of the arts by:

- Creating opportunities for all citizens to value and affirm the experiences that the arts bring
- Developing partnerships with and between Kansas communities to ensure that the arts thrive in the public sphere, reaching people at all stages of their lives
- Guiding in the understanding of the value of the arts to the livelihood and economy of each community
- Supporting artists and organizations throughout Kansas so that they can fully engage their communities in the arts
- Creating opportunities for every school in the state to have an active, implemented arts curricula consistent with educational standards, and guided by arts educators and artist-teachers

Provide opportunities for the people of Kansas to experience the arts by:

- Creating public/private partnerships to sustain more artists and arts activities
- Working with legislators and community leaders to increase support for the arts and culture
- Guiding artists and organizations in increasing and broadening their offerings to the public through the leadership provided by the Kansas Arts Commission
- Helping artists and organizations connect to one another and learn through opportunities provided by the Kansas Arts Commission

Celebrate the arts throughout Kansas by:

- Recognizing and honoring the roles that artists, arts organizations and the arts play in our state
- Bringing regional and national attention to the artists and arts endeavors of Kansas.

The *Core Principles* of the Kansas Arts Commission

The commissioners and staff of the Kansas Arts Commission understand and are committed to these core principles that govern our actions:

- We are passionate about the arts and embrace the values that they contribute to our society; therefore, we are creative, energetic, entrepreneurial, innovative and proactive, and we consistently seek new ways to realize our mission, vision, core principles and goals.
- We serve the public through our professionalism, high standards, commitment to quality, and positive, open and accepting attitudes.
- We are respectful of the public and of each other, and value our many perspectives, ideas and backgrounds.
- We are committed to accessibility and full inclusion of all citizens. Therefore, we respect and respond appropriately to people and welcome everyone's participation in everything that we do.
- We consistently strive to improve our services by listening well, being responsive and learning how to better serve the citizens of Kansas.
- We value integrity, fairness and consistency in all that we do.

“You never know where we’ll find the next William Allen White, Birger Sandzén or Gordon Parks. That’s why the work of the Kansas Arts Commission is so important; by continuing to celebrate, support and foster creativity, we can ensure that our history in the arts is second only to our future.”

-- Mark Parkinson, Governor of Kansas

About Kansas

Kansas, named after a Native American tribe, is a 208-mile by 411-mile rectangle with 81,815 square miles located in the center of the nation. According to the U.S. Census Bureau, in 2008 there were 32.9 people per square mile. The population in 2008 was 2,802,134, representing an increase of 4.2% since 2000. This compares with the nation’s population increase of 8% since 2000.

In 2008:

- 7.2% of the population was under five years old
- 25.% of the population was under 18 years of age
- 13.1% of the population was older than 65 years old (slightly higher than the nation as a whole at 12.6%)
- 1,009,824 people live in rural areas of the state
- 429,687 people aged five and older have disabilities
- 8.7% spoke a language other than English
- 80.3% of the population was non-Hispanic white
- 9.1% of the population was Hispanic/Latino
- 6.2`% were African-American or black
- 2.2% were Asian
- 1% were Native American
- 0.1% were Pacific Islanders

In 2007, 11.2% of the population was below the poverty line.

Wichita is the largest city, with a population of 466,061 in 2006. Other large cities are Overland Park (171,231), Kansas City (142,562), and Topeka (123,446).

The Kansas Arts Commission is located in Topeka, the state capital.

Kansas Arts Commission *Background and History*

The Kansas Arts Commission was created by the Kansas Legislature in 1966 to support and sustain the development of the arts and cultural resources in Kansas. The enabling legislation provides the agency with significant scope of authority to carry out this core purpose while being inclusive of all cultures, persons of differing abilities and geographic locations.

A 12-member board of commissioners is appointed by the Governor, with each member serving a maximum of two three-year terms. The board is responsible for overall policy and direction of the Commission. The Kansas Arts Commission Chair, Vice-Chair and Secretary-Treasurer are directly appointed by the Governor and form the Executive Committee, reporting to the Governor. The executive director reports to the board.

Commission meetings are held quarterly at different locations around the state, and all meetings of the Commission are open to the public. Commissioners also serve on committees and advisory panels for grants and ratify panel recommendations.

The staff is currently comprised of seven individuals, reduced from eight due to Fiscal Year 2009 budget cuts: an executive director, a chief operating officer, an administrative specialist, a communications manager, and three program managers. Consultants are hired as needed.

Programs and Activities of the Kansas Arts Commission

The Kansas Arts Commission nurtures and supports the creative activities of Kansans financially and through service and education and initiatives involving arts and cultural organizations, artists and community members. The Commission:

Provides funding to organizations and agencies through:

- Operational Support for Arts and Cultural Organizations
- Arts-In-Education Programs
- Arts-in-Communities Project Support Grants and Mini-Grants
- Kansas Arts on Tour Program

Provides funding to individual Kansas artists through:

- Artist Fellowships and Awards
- The Poet Laureate of Kansas
- Extends the reach of the Kansas Arts Commission through cooperative agreements and partnerships with outstanding arts organizations, consultants, and other regional and national partners.
- Provides consulting and educational services for artists, arts and community organizations and other members of the public to build support for the arts and increase the capacity of organizations.
- Communicates through e-tools, such as a weekly e-blast/newsletter, a dynamic and interactive website that includes information on the value of the arts, arts advocacy, arts management toolkits and resources, an arts calendar, regional arts jobs listings, an organization directory and the Kansas Arts on Tour Roster.
- Honors and celebrates the arts in Kansas through receptions and events for fellowship winners, the Governor's Arts Awards, an annual recognition program of artists, arts organizations and arts supporters, and events in local communities.
- Promotes the literary arts in Kansas through the Poet Laureate of Kansas and the annual Poetry Out Loud poetry recitation competition.

Overview of the *Strategic Planning Process*

Since the 1999 adoption of the previous strategic plan, much has changed at the Kansas Arts Commission. A completely new board of commissioners and many new staff members, including the executive director are in place. Although the Kansas Arts Commission's budget has not grown substantially (\$1,952,139 in Fiscal Year 1999; \$2,407,305 in Fiscal Year 2010), the public regard for the Kansas Arts Commission is strong, as demonstrated by growth in the number of applicants and an increased statewide profile, the number of other state agencies seeking partnerships, and positive responses in public forums and from legislators and community leaders.

With the hiring of the new executive director in May 2006, the commission began developing a new strategic plan. Consultant Martha Rhea, formerly a commissioner and director of the Salina Arts and Humanities Commission, was engaged to facilitate the community discussions and meetings. Richard Young, an independent consultant, was hired to work with commissioners and staff on the mission and vision statements and core principles. The then-Commission Chair, Anita Wolgast, appointed a Strategic Planning Committee consisting of herself and Commissioners John Divine, Christine Downey-Schmidt, and Ann Evans, along with the executive director.

On October 6, 2006, the first of two visioning meetings was held at the Brown v. Board National Historic Site in Topeka. Commissioners and staff, facilitated by Richard Young, discussed mission, statement and core principles. From that session, the strategic planning committee developed a draft of those items, which was presented back to commissioners and staff on November 14, 2006. Further changes were made.

Beginning in January 2007, meetings were held throughout Kansas (Colby, Hutchinson, Lawrence, Pittsburg, Salina and Topeka) with non-arts community leadership. This focus on a non-arts constituency helped the Commission gather ideas on why the arts are valued by civic and community planners and what contributes to the success of the arts in communities. In April, the Commission hosted a series of meetings (in Hays, Overland Park, Topeka and Wichita) to expand the conversation to include those engaged in the making and presentation of the arts. (A list of all participants is in the addendum of the plan.)

Other individuals consulted during this phase included: the Governor of Kansas. Kathleen Sebelius, Kansas House and Senate leadership of the Joint Committee on Arts and Culture, then-Congresswoman Nancy Boyda and her staff; Congressman Todd Tiahrt and his staff, the staffs of Senators Pat Roberts and Sam Brownback and Congressmen Jerry Moran and Dennis Moore. In addition, members of the State Board of Education, leadership from Kansas universities, the Kansas State PTA, classroom teachers and other educational leaders were consulted.

An initial draft was presented to the commissioners in mid-June 2007, followed by three public meetings in Lawrence, Dodge City and Hutchinson in which attendees were asked to respond to the draft. The draft was then placed on the Kansas Arts Commission website, and constituents were invited to respond through an online survey tool.

The draft was refined further, presented to the Strategic Planning Committee for final revisions and then presented to the full commission at the September 2007 meeting when it was adopted.

The themes and approaches mentioned frequently by participants are represented in the five goals, objectives and action plans. While the goals and objectives – indeed the entire plan – are revisited at every commission meeting, the action plan items provide a series of strategies and benchmarks that are adjusted with regularity through the five years of the plan. The goals and objectives provide the road map, while the action plans take us on the path towards realization of the plan. In 2012, the commission will be able to look back at each aspect of the plan and determine levels of success. Everything in the plan – every goal, objective and action plan item – is based on comments, suggestions or ideas by those who participated.

2009 Strategic Plan Revision

Fiscal Year 2008 saw an increase in Kansas arts funding proposed by former Governor Kathleen Sebelius and passed by both houses of the Legislature. A second funding increase for Fiscal Year 2009 was passed, but the economic crisis materialized, leading to an eventual budget cut of \$300,000. Greater cuts are being realized for Fiscal Year 2010.

The commission now has a reduced staff (seven as opposed to the eight it had in 2007) and has reduced grant allocations and programs such as professional development and artist fellowships. The focus of the commission, which had been expansive, is now more restrained.

The plan has now been revised to reflect the many changes and accomplishments of the Kansas Arts Commission. First staff and then the executive committee of the commission revisited and revised the plan. The draft was presented to the full commission at the June 2009 meeting for comments. The revision was adopted by the commission on September 11, 2009.

The Kansas Arts Commission retains its strong profile and has many accomplishments to celebrate. Many of the action plans in the original document were achieved; the daily operations of the commission are smooth and productive. Staff is highly skilled and able to provide many services to the field. Several new commissioners have been appointed and are serving the state with commitment and enthusiasm.

Goals, Objectives and Action Plans

2007 through 2012

Goal 1: Place the arts at the center of every community in Kansas.

Objective A: Position the arts as a major component of community-building and community viability. Create an understanding of the public value of the arts among civic, elected and business leaders as well as the general public throughout the state.

Action Plan	Timetable	Impact
Each year, make at least five public presentations with community leaders in different areas of Kansas.	Ongoing.	Increased general awareness of KAC and the value of the arts.
Build public support of the arts in Kansas communities through annual presentations to and one or more cooperative projects with state legislators.	Ongoing; engaging in year-long state sesquicentennial commemoration.	Legislators are more aware of KAC and economic value of the arts and demonstrate that knowledge through increased funding and recognition: legislators call on KAC to develop partnerships and artists in their communities.

Objective B: Work with community leadership throughout Kansas to incorporate the arts into public policy at all levels of civic planning and business development.

Action Plan	Timetable	Impact
Create and disseminate a model for arts-centered civic planning and community arts development that can be adapted by Kansas communities.	Completed fall 2010 with the Department of Commerce Office of Rural Opportunity.	At least two Kansas communities incorporate the arts in civic planning and community development projects.
Guide community and arts organizations, through workshops, presentations and consulting, in engaging in civic and business leadership in the arts and in arts-centered community development.	Ongoing.	Leadership recognizes the value of and funds arts programs to an increased degree.
Collaborate with community foundations throughout the state to inform community leaders of the value of the arts.	Ongoing; discussions and planning begun.	Events and learning opportunities are mutually promoted and supported, resulting in greater support for the arts by community leaders and funders.

Objective C: Commission and utilize economic impact studies and demographic information in order to inform civic planning.

Action Plan	Timetable	Impact
Disseminate the results of the Kansas economic impact study, completed in February 2009, with key decision-makers and the general public statewide.	Ongoing.	Public knowledge of the results, which demonstrate a strong, measurable economic impact on local and statewide economies, leads to funding increases statewide.
Guide artists and arts organizations throughout the state in utilizing the economic impact study to build support and sustainability.	Ongoing.	Local support for the arts is increased in communities throughout the state.
Identify a firm that will conduct a creative economy study for Kansas.	Research to be completed by June 2010.	Creative economy study measures all aspects of arts- and creative-based businesses and artists on economies, demonstrating a true picture of arts in the state economy.

Objective D: Collaborate with state agencies and state, regional and national organizations. Assume a leadership role in promoting artists and arts organizations, particularly in the areas of community development, tourism, education, libraries, social and rehabilitation services, the armed forces and state parks.

Action Plan	Timetable	Impact
Build relationships with other state agencies, leading to the development of at least one collaborative arts and cultural project in which the KAC is the lead agency.	Development of project by summer 2010; implementation in fiscal years 2011 and 2012.	Arts and cultural endeavors throughout the state are strengthened.
Partner with other state agencies in accomplishing at least one project to help them reach their goals.	Ongoing through 2012.	The endeavors of arts and cultural organizations and their constituents are enhanced and better served through collaborative relationships at the state level.
Enhance the Kansas Arts Commission's relationships with Mid-America Arts Alliance and national service organizations National Association of State Arts Agencies and Americans for the Arts.	Ongoing.	National profile of KAC is increased, enhancing opportunities for the arts and artists and partnerships for the agency.

Goal 2: Sustain and increase ongoing support for the arts in Kansas.

Objective A: Actively engage in educating elected leadership in the public value of the arts resulting in increased funding for the Kansas Arts Commission.

Action Plan	Timetable	Impact
Meet with each member of the Joint Committee on Arts and Culture to discuss the KAC's plans and initiatives.	Ongoing, especially before legislative sessions.	Committee understands the KAC's services and funding needs so the KAC is better positioned to serve Kansans.
Build ongoing relationships with legislators by ensuring that they are personally invited to the Kansas Arts Commission's public events, thanked for attending and cultivated on an ongoing basis.	Ongoing.	Legislators understand the value of the arts to their constituents and to the communities they represent and support KAC budget increases.
Work with arts organizations, artists and arts supporters to ensure that they are informing legislators about the value of the Kansas Arts Commission and the arts in their communities.	Ongoing.	Legislators understand the value of public arts funding to their constituents and support increased funding for the arts.
Collaborate with Kansas Citizens for the Arts to develop and implement an ongoing, consistent plan for arts advocacy.	Completed by June 2010.	KCA and KAC develop a strong working relationship that increases funding for the arts.
With Kansas Citizens for the Arts, develop ongoing advocacy training for constituents and arts supporters.	Accomplished by December 2010.	Local arts advocates are equipped with information and ability to advocate for the arts at local, state-wide and national levels.

Objective B: Develop ongoing sources of financial support for the arts in Kansas through the collaboration with and cultivation of individual donors, foundations, corporations and government agencies.

Action Plan	Timetable	Impact
Open a fund at a community foundation for restricted contributions.	December 2009.	KAC has an additional source of revenue to support specific projects and activities.
Work with at least five potential major donors to cultivate ongoing support for the arts in Kansas.	Identification of donors by June 2010.	Donors are aware of statewide needs; begin to contribute to KAC for strategic projects or increase donations to arts organizations.
Identify capital needs of arts organizations, especially as they pertain to compliance with the Americans with Disabilities Act, in order to develop a plan to respond to those needs.	Identification of needs completed June 2009; report and plan to be completed June 2010.	Additional funding for capital expenses sought and granted from state legislature and other sources.

Objective C: Create a knowledge base among arts and community organizations in fundraising techniques, earned income streams and strategic planning.

Action Plan	Timetable	Impact
Annually hold a seminar related to organizational sustainability and growth in areas such as fund development, board development, strategic planning and new income opportunities.	Accomplished annually.	Organizations build skills in management.
Identify at least one consultant who can work with organizations in developing new earned income streams.	December 2009.	Organizations' financial resources are increased.

Objective D: Work with community, business and elected leadership to promote a climate for local and state-wide arts support.

Action Plan	Timetable	Impact
Create a statewide task force comprised of non-arts community, business and elected leaders who will promote the arts as good business and expand diversity of arts support.	Task force identified and convened by June 2010.	Arts support is broadly expanded.

Goal 3: Nurture and support lifelong multidisciplinary arts and arts education experiences that are multi- and cross-generational, multicultural and include people of all abilities.

Objective A: Expand statewide leadership in the development and implementation of and support for programs for Kansas artists and organizations that provide ongoing, high-quality and innovative arts experiences for audiences and learners of every age, different backgrounds and every ability in the state.

Foster an inclusive network of Kansas performing arts presenters by working with Plains Presenters.	Ongoing.	Greater efficiencies in booking and a broad spectrum of outstanding performers are presented in venues throughout the state.
Explore enhanced financial and educational support of folk, craft and traditional artists.	Plan completed by June 2010 for implementation in FY 2011.	Craft and folk artists are supported by KAC programs, enhancing support and generating greater awareness of their work.

Objective B: Develop and maintain partnerships with the Kansas State Department of Education, artists, community arts organizations, for-profit arts businesses, educators and parents to improve and implement statewide arts education policy.

Action Plan	Timetable	Impact
Develop a strategic project that will impact arts education in the state to be undertaken by Kansas Arts Commission's Educational Leadership Council.	Beginning Fall 2009.	Statewide educational leadership is more engaged with the KAC, leading to more partnerships and enhancing KAC role in schools throughout state.

Objective C: Provide opportunities for teachers, artists, arts therapists and parents to learn best practices in arts education in various settings, including in the classroom, after school and in non-school-based programs.

Action Plan	Timetable	Impact
Produce and maintain an arts education page on the Kansas Arts Commission's website with information on best and current practices and research. Produce and maintain a monthly arts education e-blast with information for teachers, artists and organizations.	E-blast launched September 2009; webpages launched November 2009.	Ongoing communication forum on best practices and opportunities is utilized by arts educators, schools and parents, to improve arts-in-education programs throughout the state.
Hold an annual arts education roundtable on a key issue for examination and discussion.	Launched by June 2010.	Education leadership is engaged in key and current issues in arts education and sees the KAC as a resource of information and broad-based approaches.

Goal 4: Create opportunities for all Kansas artists and arts organizations to build capacity and sustainability and promote the development of arts leaders in every community.

Objective A: Build, maintain and enhance existing Kansas Arts Commission programs, striving for maximum responsiveness, fairness, innovation and accountability.

Action Plan	Timetable	Impact
Through broad-based input from the field, prioritize and revise current funding programs and funding apportionment to sustain and strengthen programs with impact.	Ongoing, especially summer through fall 2009.	KAC programs reflect the needs of the field in a changing environment and have a stronger impact on the arts in Kansas.
Annually revisit non-grant programs and internal processes and improve and alter as needed.	Ongoing.	Time and resources are spent where the needs and impact are greatest.

Objective B: Provide in-depth and ongoing educational professional development opportunities for artists, administrators and volunteers.

Action Plan	Timetable	Impact
Create and implement five educational programs or workshops on key aspects of arts administration, including development, marketing, especially to young adult audiences, new technologies, financial management and program evaluation.	Ongoing.	Organizations and artists have increased arts management skills resulting in stronger organizations.
Develop an intensive arts management training institute that will engage three to five organizations' board, staff and volunteers over a year to enhance capacity, build skills and plan for the future.	Accomplished by June 2012.	Organization leadership has increased skills, leading to better managed organizations that are better supported by their communities.
Kansas Arts Commission staff personally visits 25 organizations or artists annually throughout the state to provide one-on-one consulting.	Accomplished and ongoing.	KAC staff is better informed about arts organizations and artists and constituents are more comfortable seeking assistance from the KAC. Better management practices result.

Objective C: Utilize multiple communication tools and technology to generate communication between and among artists, nonprofit and for-profit organizations and the public, enhancing the exchange of ideas and knowledge and allowing artists and arts organizations to deliver programs and services more efficiently.

Action Plan	Timetable	Impact
Using the Kansas Arts Commission website, e-mail blasts, listservs and publications, disseminate and promote the exchange of information on a regular basis.	Ongoing.	Communication with and for the field is improved, leading to improved skills, promotion and awareness of the arts.
Develop an online artist registry/catalogue.	Launched winter 2010.	The promotion of Kansas artists' work; visibility for individual artists and for the arts in Kansas.
Research and purchase an e-granting program for more efficient submission and review of grant applications.	By FY 2012.	Application and review process is streamlined, more eco-friendly and more efficient.

Objective D: Build a network of support services providers for the field.

Action Plan	Timetable	Impact
Expand and train the peer assistance network.	Ongoing.	Organizations and artists seeking assistance are linked across the state so that resources and opportunities are increased.

Objective E: Develop the next generation of arts leaders in order to sustain arts organizations in the future.

Action Plan	Timetable	Impact
Working with one or more institutions of higher learning, create a plan for training and placement of arts administration interns in organizations throughout the state.	By December 2010.	New generation of arts administrators and artists are trained and prepared for positions in the arts or for supporting themselves as artists.

Objective F: Generate broad understanding that artists and their work must be valued.

Action Plan	Timetable	Impact
Require grant applicants to pay artists a fair wage in all KAC- funded programs.	Spring 2010.	Artists' work and time are valued monetarily by Kansans.

Goal 5: Promote Kansas arts and artists in all their diversity, breadth and range.

Objective A: Honor and celebrate Kansas artists, organizations and supporters through public events.

Action Plan	Timetable	Impact
The Governor's Arts Awards is held annually during the legislative session to honor and celebrate artists, organizations, communities, educators and supporters.	Ongoing.	Governor's Arts Awards, now increased in stature, is understood to be an important statewide event, and non-arts leadership attend to demonstrate their support for the arts.
At least one reception is held annually to honor recipients of Kansas Arts Commission Fellowships and Awards, with legislators and family members in attendance.	Ongoing.	Elected leadership is aware of the value of artists in their communities and the arts electorate.
Hold three public receptions/celebrations in three different communities in conjunction with quarterly commission meetings or other special events of the Commission.	Ongoing.	Public throughout the state is more aware of the KAC and its value.
Promote local communities that are supportive of the arts and artists through various communications tools and through the Governor's Arts Awards.	Ongoing.	Communities are recognized and serve as models for those seeking to develop greater civic support for the arts.

Objective B: Create a brand image for the arts in Kansas and public awareness of the Kansas Arts Commission through a statewide and strategic campaign as well as through building and maintaining ongoing communications with media, legislators and the general public.

Action Plan	Timetable	Impact
Identify a major community leader, such as the Governor, to serve as the spokesperson for the arts in Kansas.	By December 2009.	The arts are perceived by leadership as a major policy agenda item.
Fundraise for, manufacture and sell the Kansas Arts License plate, with proceeds going to grant programs.	By December 2010.	Greater awareness of the arts in Kansas by general public, and additional funds for grants are made available for distribution.
Commissioners and staff attend and are recognized at events sponsored by Kansas arts organizations and make presentations to boards of directors at at least eight organizations annually to promote the Kansas Arts Commission, its services and programs.	Ongoing.	Greater awareness of the Kansas Arts Commission leads to stronger statewide support of its programs and increased skills of administrators, artists and board members who utilize services.
Cultivate relationships with at least four Kansas media leaders.	By June 2010.	Media leadership understands the importance of covering the arts in Kansas, and the arts receive greater coverage in media.
Maintain and build the Kansas Arts Commission's mailing and e-mail lists to more broadly distribute information about the arts.	Ongoing.	Communications with the public reach more people and are more varied.
Send regular media releases and feature stories to and conduct interviews with various media.	Ongoing.	The Kansas Arts Commission and the arts are covered with greater frequency raising awareness about the KAC and its value.
Develop a strategy for creating a brand image for the Kansas Arts Commission and promoting the arts throughout the state.	By June 2011.	Kansas arts have a recognizable image in the public's mind and their value is understood and articulated by the public.

Objective C: In partnership with the Kansas Legislature, establish the Hiram Price Dillon House as the new home of the Kansas Arts Commission, creating a venue for showcasing the best in Kansas arts.

Action Plan	Timetable	Impact
Establish a 501(c)3 to fundraise for and advise on the Dillon House.	By July 2010.	Enhances capacity of KAC to fundraise; expands reach of KAC to funders.
Develop fundraising plan for Dillon House.	By October 2010.	Fundraising to proceed in systematic manner.
Implement plan.	During October 2010-2013.	A major focus of executive director will be fundraising so that the building can be renovated.
Design process begins.	By November 2011.	Dillon House plans proceed for eventual occupancy.
Construction/renovation begins.	By October 2012.	KAC prepares for greater visibility, impact and growth, enhancing Kansas arts and relationship with legislature.

Summary of Kansas Arts Commission *Accomplishments*

September 2007 through September 2009

Goal 1: Place the arts at the center of every community in Kansas.

Kansas Arts Commission staff and commissioners regularly make public presentations to community leaders throughout the state – to members of the statewide PTA, to city and county managers, to members of Rotary Clubs and Leadership Kansas – but more presentations and more focused work are necessary to ensure that the arts are placed at the forefront of planning agenda. The recent results from the statewide economic impact study (completed February 2009) have provided an opportunity to speak more broadly and more frequently about the public value of the arts.

Through annual legislative presentations, the Kansas Arts Commission has provided legislators with information about why the arts are important. The commission continually strives to provide clear, concise, updated and positive information and to respond to concerns of legislators as well as guide them in thinking about the public value of the arts.

Through enhanced relationships with partners at the state, regional and national levels, the commission has developed a clearer focus and enhanced services to constituents. Staff and commissioners have participated in national and local learning opportunities, become engaged with the board of Mid-America Arts Alliance, and utilized connections with Americans for the Arts and the National Assembly of State Arts Agencies, especially in the areas of advocacy and the economic impact of the arts.

Ongoing partnerships with state organizations and agencies such as the state Office of Rural Development, the Kansas Museums Association, the Kansas Humanities Council, the Kansas State Historical Society, the Kansas Department of Commerce and the Division of Travel and Tourism and the Kansas State Lottery have enhanced the Kansas Arts Commission's offerings and abilities to impact its constituents and the people of Kansas. Examples of these projects include:

- The two festivals of Kansas books, art and culture, held in September of 2006 and 2007, were a collaboration of the executive branch cultural agencies. By working with the State Library, the Kansas State Historical Society, the Kansas Film Commission and the Kansas Humanities Council, the Kansas Arts Commission reached approximately 15,000 people, including many schoolchildren. In 2007, the commission also incorporated the American Masterpieces project into the book festival by funding a multi-day mural-making project based on the work of Aaron Douglas.
- The Kansas Arts Commission supported the Kansas Museums Association annual conference in 2008 by covering registration fees for recipients of KAC Operational Support grants. This has helped to expand the base of the Museums Association, which currently focuses, due to its membership, on historical and special interest, rather than art, museums.

- Collaborations with other state agencies have led to greater visibility and impact. The commission worked with the State Lottery to promote the first arts lottery ticket series (created by Kansas visual artist Stan Herd); the Office of Rural Development to create a survey of successful arts communities (in progress); and the Kansas State Historical Society, Division of Travel and Tourism and the Kansas Humanities Council on activities and public meetings for the state sesquicentennial.

Goal 2: Sustain and increase ongoing support for the arts in Kansas.

The commission has strengthened relationships with legislators and strongly encourages artists and arts organizations to do the same. Legislators are invited to attend the Kansas Arts Commission's public events such as the Kansas Artist Fellowship Reception, Governor's Arts Awards' dinner and ceremony, and many do. Arts organizations are directed to invite legislators and communicate with them to thank them for support of the Kansas Arts Commission, and many are doing so.

Advocacy efforts have grown and are continuing on an upward trajectory.

- A study of arts advocacy in Kansas with recommendations for future directions was completed in June 2008 by consultant Martha Rhea. This led to a well-attended, day-long arts advocacy summit in October 2008 that engaged 75 interested community, business and arts leaders from throughout the state to develop a plan for arts advocacy in the state. We are now building on that and integrating arts advocacy activities into everything the commission does.
- An advocacy workshop was held in Wichita in February 2008, and a booklet on arts advocacy was distributed (and remains available on the Kansas Arts Commission's website). Arts advocacy facts, figures and strategies are prominently featured on the Kansas Arts Commission's website.
- Commissioners and staff are working to strengthen Kansas Citizens for the Arts, the statewide arts advocacy organization, so that it will be more effective with an ongoing, consistent presence. So far, the group is developing a fundraising plan, has applied for two Kansas Arts Commission grants, is working on updating its website and has sent out donor solicitation letters to individuals and organizations. These capacity-building activities are being accomplished while the organization continues with its annual "Cookie Day at the Capitol" and "Arts Day at the Capitol" legislative visits. A new slate of officers has reenergized the organization.
- The Economic Impact of the Arts in Kansas study was completed by Americans for the Arts in February 2009, with results disseminated to the field at a March 2009 symposium.

Study results are available on the Kansas Arts Commission website; a press release announcing findings was sent out statewide; and legislators are informed of the information at every opportunity. Regional ambassadors are distributing this information in their communities, and commission staff and board are making presentations regarding the economic impact results to decision-makers throughout the state.

An arts license plate bill was passed by the legislature and signed by the Governor in spring 2009. Signatures have been gathered, a call for artists has been placed and funds are being raised to launch the license plate within two years. Proceeds from the license plate will enhance grant programs of the Kansas Arts Commission.

Capital needs of arts organizations, especially as they pertain to compliance with the Americans with Disabilities Act, have been identified over the past 21 months through an assessment project conducted by Accessible Arts. The data are currently being analyzed in order to develop a plan to respond to those needs.

Ongoing Kansas Arts Commission workshops focus on fund development, strategic planning, grantwriting marketing the arts and for-profit arts business development, among other topics, have been held and will continue on an ongoing basis.

A fundraising handbook and a small-budget organization fundraising plan have been distributed and are available for downloading on the Kansas Arts Commission's website. As readings and books are identified, they are posted as resources on the website.

Helping local arts agencies strengthen their relationships with their local governments has become a primary role that the Commission has begun.

- Work with the Manhattan Arts and Humanities Coalition over the past year has catalyzed the development of a plan for advocacy and membership development.
- Bringing the City of Newton's arts and cultural agencies together to discuss coalition-building has enhanced their networking and advocacy efforts.
- The Junction City Arts Council, an organization in crisis, is being advised by the Kansas Arts Commission as it builds capacity.

Goal 3: Nurture and support lifelong multidisciplinary arts and arts education experiences that are multi- and cross-generational, multicultural and include people of all abilities.

Through funding, networking and educational opportunities, the Kansas Arts Commission is helping to develop sustainable arts and arts education programming in communities throughout the state.

- Through the American Masterpieces program, the Kansas Arts Commission offers significant opportunities to Kansas organizations so that they can reach new audiences. In the next year, reports of these projects will be compiled and a source book will be created.
- Kansas Arts Commission staff has been working with Plains Presenters, the network of regional performing arts presenters, to identify ways the Kansas Arts Commission can be of assistance. The next step is to develop a different network of smaller presenters, many which present the arts as ancillary activities (such as libraries and schools) to address their needs.
- For two years, the Kansas Arts Commission supported *Lied.Art.Teach*, a program sponsored by the Lied Center of Kansas, to train 35 artist-teachers, many of whom are on the Kansas Arts on Tour roster. This program was supported in its third year by the Dana Foundation. The Kansas Arts Commission is now collaborating with the Lied Center and the Kansas State Department of Education to develop an ongoing program to support artists who work in school settings. Funding will be sought through the National Endowment for the Arts' Learning in the Arts grant to expand the Commission's reach and activities for K-12 students.

- Poetry Out Loud, the national poetry recitation competition for high school students developed and sponsored by the National Endowment for the Arts, is growing with intensive, focused work. In 2009, the state finalist reached the national finals – a first for Kansas – and a video was placed on YouTube.

Goal 4: Create opportunities for all Kansas artists and arts organizations to build capacity and sustainability and promote the development of arts leaders in every community.

Over the past two years, the Kansas Arts Commission has taken a three-pronged approach to capacity building.

The first is through our grant programs which utilize a majority of commission funds. These grants provide basic dollars for organizations to subsist and to provide arts programming in their communities. The grant programs are revised on an annual basis based on feedback from constituents. However, current economic circumstances now demand a more profound revisiting of the grant programs to determine if there are more efficient ways of providing funds for projects deemed priorities by the commission.

The second approach is through professional development, which has taken the form of day-long or half-day workshops, site visits and short-term consulting.

- Approximately 1,000 people have attended 46 workshops and symposia over the last two years, and more than 60 organizations have been visited by commission staff either in their communities or at Kansas Arts commission offices.
- A two-day Institute for Executive Directors was offered in collaboration with KU Center for Public Management in Summer 2008 and again in fall 2009, which included board leadership.
- Six regional arts mentors/mentor organizations were identified and trained and supported for one year. However, due to budget constraints, the program was discontinued after its first year. These organizations are now serving as peer advisors for a new network now on the commission's website. For the short time the program was implemented, several communications needs were identified and regional networks were developed, providing the commission with important information on how to move forward.

While these approaches have been beneficial, the commission is concerned that many of the same organizational representatives are attending the workshops and some of the ones that most need the professional development are not. Staff is examining our current professional development opportunities to analyze their effectiveness.

- In 2008, Mid-America Arts Alliance released a study, partially funded by the Kansas Arts Commission, of small museums in Kansas and concluded that in-depth professional development is vital for these organizations to survive. In response, commission staff has proposed a program that will work in depth with a few small organizations for a period of a year to assist in strategic and financial planning, board development, fundraising, marketing and other areas.

The third prong of support is the provision of online communication tools, which have become a hallmark of the Kansas Arts Commission. These have created strong interactive communication and promotional systems with the arts community and arts audiences. The commission:

- Provides weekly e-blasts with news, announcements and articles on arts management from the Kansas Arts Commission. In addition, monthly artist e-blasts and arts education e-blasts with audience-specific content are distributed.
- Has a website with a statewide arts calendar, statewide arts organization directory, regional arts jobs listings and an online registration for workshops, resources, information on arts advocacy and other announcements. An artists' registry and a revised website with better search systems are being launched during fiscal year 2010.
- Utilizes social networking tools such as Facebook, Twitter, Blogger and YouTube.
- Prints publications as the budget allows.

Goal 5: Promote Kansas arts and artists in all their diversity, breadth and range.

The Kansas Arts Commission's image has improved over the last two years, although basic research is needed to learn more about what the arts community and general public know about the KAC.

- The Governor's Arts Awards has increased in stature and visibility, and in 2008, was attended by 250 people – and an increase of 25% over the previous year. It is a self-supported event funded through donations and sponsorships.
- The Artist Fellowship reception in spring 2008 was attended by over 80 people, a 38% increase over the previous year. This number was increased at the spring 2009 reception.

Local communities and their arts successes are being recognized through the commission newsletter, website, events and meetings, and the Governor's Arts Awards.

- In 2008, the City of Wichita was recognized with the first Governor's Arts Award for Arts Community. In 2009, the tradition continued with a Governor's Arts Award for the City of Salina. Both of these cities are at the forefront of the arts by providing financial support, staffing and outstanding programs.
- The newsletter has promoted arts organizations and communities such as Accessible Arts, Van Go Mobile Arts, Hays and the Hays Arts Council, the City of Wichita and the city of Glasco. Other success stories will be profiled on the Commission's website.
- Community conversations, detailing how communities build support for the arts, have been held annually in conjunction with Commission meetings. In November 2008, the city of Greensburg, a community nearly destroyed by an F5 tornado, was featured in a symposium entitled Growing the Arts in Rural Kansas. The event was attended by 65 people. In September 2009, 80 people attended a symposium of arts and community leaders in Salina entitled *Cultivating an Arts Community: How Did Salina Do It?*

Participants

Dave Adams, Lawrence	Ruth Cathcart-Rake, Salina
Susan Addington, Wichita	Annola Charity, Lawrence
Patty Ahearn, Dodge City	Shawn Chastain, Wichita
Katie Allen, Abilene	Don Checots, Wichita
Susan Allison, Topeka	Karen Lane Christilles, Lawrence
Jane Alsop, Salina	Anne Clark, Morganville
Marie Asner, Overland Park	Andrea Cress, Hays
Randy Austin, Topeka	John D'Angelo, Wichita
Teresa Bachman, El Dorado	William DeVore, Wichita
Stacey Barnes, Lawrence	Terry Diebolt, Topeka
Katie Bartkoski, Topeka	Brenda Dietrich, Topeka
Sonya Barton, Ulysses	Deborah Divine, Salina
Sharon Bass, Lawrence	Glennys Doane, Downs
Marianna Beach, Lawrence	Judy Dove, Wichita
Sharon Benson, Salina	Mary Doveton, Lawrence
Blake Benson, Pittsburg	Glenda DuBoise, Topeka
Mitchell Berman, Wichita	Rosemary Dugan, Wichita
William Beteta, Topeka	Marilyn Ebersole, Mission Wood
Ann Birney, Admire	Bev Eicher, Colby
Gary Blitsch, Topeka	Philip Elwood, Topeka
Norton Bonaparte, Topeka	Martin English, Kansas City, KS
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Connie Burket, Salina	Sean Farrell, Legislative Assistant, U.S. Senator Pat Roberts
Michael Bradley, Topeka	Judith Fear, Wichita
Beth Bradrick, Pittsburg	Sharon Fearey, Wichita
Sheryl Bryant, Mission	Monica Flynn, Wichita
Shelly Buhler, Topeka	Karen Gerety Folk, Overland Park
The Honorable Bill Bunton, Mayor of Topeka	Richard Forester, Topeka
Ardis Burley, Shawnee Mission	Brian Foster, Sterling
Becky Campbell, Ottawa	The Honorable Marci Francisco, Kansas State Senator, Lawrence

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Shawn Freeman, Hutchinson
Lisa French, Partridge
Kathy Friesen, Garden City
Linda Frost, Lawrence
Gerry Fulwider, Colby
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Joan Golden, Lawrence
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Ken Grizzell, Lawrence
Jeni Gustafsun, Ulysses
Jack Hamilton, Topeka
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Kris Harmanson, Lawrence
Gail Harshaw, Fredonia
Doug Harvey, Lawrence
Vera Haver, Ellis
Alice Hayes, Hutchinson
Steven Hedden, Lawrence
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John Highkin, Salina
Ron Hinton, Lawrence

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Caroline Kahler, Lindsborg
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Nancy Kaiser-Caplan, Kansas City, MO
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Doug Kensinger, Topeka
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Mary Lewis, Lenexa
Julie Linneman, Wichita

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Kent Longenecker, Hutchinson
Robbin Loomis, Lawrence
Charlette Loveland, Wichita
Sally Luallen, Wichita
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Bryce Luty, Hutchinson
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The list includes Commissioners and staff serving from 2006 until the present, some of whom are no longer with the Commission.